MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2017 / 2018

BLD 3104 LEADERSHIP

(All Sections / Groups)

28 OCTOBER 2017
2.30 p.m. – 4.30 p.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS

This examination paper consists of **FIVE (5)** pages (excluding this Cover Page) in **TWO (2)** Sections:

1. **Section A** – 20 Multiple choice questions (40 marks)
   Instruction: Answer **ALL** questions. Shade your answers in the OMR answer sheet provided using a '**2B**' or '**BB**' pencil.

2. **Section B** – 3 Essay questions (60 marks) – All questions carry equal marks.
   Instruction: Answer **ALL** questions. Write your answers in the answer booklet provided.

SECTION A (40 Marks)
Answer ALL questions
Identify the letter of the choice that best completes the statement or answer the question.
All questions carry TWO (2) marks each.
Shade your choice of answers in the OMR answer sheet provided.

1. Which of the following is stated by the contingency approach to leadership?
   A. A leadership style that works in one situation might not work in another situation.
   B. The contingencies seek to investigate traits that can improve performance in all situations.
   C. The contingencies most important to leadership are the leaders.
   D. There is only one best way of leadership.

2. In the context of Fiedler's contingency model of leadership, which of the following does leader-member relations refer to?
   A. It refers to the extent to which tasks given by the leaders are defined and involve specific procedures.
   B. It refers to the group atmosphere and members' attitudes toward and acceptance of the leader.
   C. It refers to the extent to which the leader has formal authority over subordinates.
   D. It refers to the ability to plan and direct the work of subordinates, evaluate it, and reward or punish them.

3. According to the path-goal theory of leadership, _____ involves planning, making schedules, setting performance goals and behavior standards, and stressing adherence to rules and regulations.
   A. achievement-oriented leadership
   B. participative leadership
   C. directive leadership
   D. supportive leadership

4. According to the Vroom-Jago contingency model of leadership, which of the following activities refers to delegation in decision making?
   A. A leader permits the group to make a decision within prescribed limits.
   B. A leader presents a problem to the group in a meeting.
   C. A leader makes a decision alone and announces it to the group.
   D. A leader presents a problem to the group members, gets their suggestions, and then makes the decision.

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5. Working effectively with others requires that individuals:
   A. regard their assumptions as fixed truths rather than temporary ideas.
   B. draw on subtle aspects of themselves and appeal to those aspects in others.
   C. do not let their emotions and beliefs affect others.
   D. use fear to motivate others effectively.

6. Good leadership is about:
   A. following the rules set by others.
   B. interpreting data based on pre-established routines.
   C. blindly accepting rules and labels created by others.
   D. standing up for what one believes is the best for the organization.

7. Clarity of mind, clarity of objectives, and organizing to achieve objectives are the components of _____.
   A. personal mastery
   B. stereotyping
   C. emotional intelligence
   D. systems thinking

8. Daniel, the relationship manager of a mutual fund company, has the strength to understand his emotions clearly. He makes tough decisions by believing his "gut feelings." He knows how his emotions affect his work and hence, he acts carefully according to them. Which of the following qualities of leaders does Daniel possess?
   A. Social awareness
   B. Self-awareness
   C. Relationship management
   D. Systems thinking

9. Managing up involves:
   A. giving advice on handling specific organizational situations and dealing with organizational politics.
   B. directing and controlling behavior and judging individual performance.
   C. telling a person exactly what needs to be done.
   D. consciously developing a mutually-respectful relationship with one's direct superiors.

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10. In the context of styles of followership, a dependent, uncritical thinker:
    A. does not consider possibilities beyond what he or she is told.
    B. is aware of the significance of his or her own actions.
    C. contributes to the cultivation of an organization.
    D. does not accept a leader's ideas without assessing them.

11. Viewing the leader realistically includes:
    A. asking questions about the leader's experiences.
    B. using mindful initiatives.
    C. giving up idealized expectations.
    D. plying the leader for company stories.

12. Clarity of direction involves:
    A. telling followers what to do, directing and controlling their behavior, and judging their performance.
    B. distinctly communicating where the group or organization is going and why.
    C. directing or facilitating a follower with the aim of improving specific skills.
    D. evaluating and communicating a follower's performance.

13. Which of the following statements is true of the glass ceiling?
    A. When executives choose a successor for a top position, they tend to choose someone who is different from them.
    B. The existence of "glass walls" facilitates important lateral movement within an organization.
    C. Prevailing attitudes are invisible obstacles to women's advancement.
    D. Women represent a large percentage of top executives and board members in American companies.

14. According to Hofstede's social value system, high power distance means that:
    A. people accept inequality in power among institutions, organizations, and individuals.
    B. members of a society feel uncomfortable with uncertainty and ambiguity.
    C. people prefer a loosely knit social framework in which individuals take care of themselves.
    D. members of a society value relationships, cooperation, and group decision making.

15. Which of the following is a dimension of the traditional model of diversity?
    A. Work style
    B. Military experience
    C. Pay level
    D. Nationality

Continued.....

16. _____, a leadership quality, means questioning current methods and challenging employees to think in new ways.
A. Individual consideration
B. Inspirational motivation
C. Idealized influence
D. Intellectual stimulation

17. Forces driving the need for organizational change leadership include:
A. nationalization.
B. reduced regulations.
C. political affiliations.
D. technological advances.

18. At HiTech Corp., the leaders' efforts to build a collaborative relationship were met with resistance from union leaders until bankruptcy forced them to work together. This example shows that leaders must:
A. make changes stick together.
B. communicate the urgency for change.
C. empower employees to act on the vision.
D. communicate the vision and strategy.

19. Employees resist change because:
A. it violates creative intuition.
B. it violates the relationship between employees and an organization.
C. it involves a lengthy process which can takes years to implement.
D. it provides full information about future events.

20. As part of the brainstorming process, freewheeling involves:
A. evaluating ideas of group members freely during spontaneous idea generation.
B. providing freedom to generate as many ideas as possible.
C. expressing any idea that comes to mind, no matter how weird or fanciful.
D. bringing people together in an interactive group over a computer network.

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SECTION B (60 Marks)
Answer ALL THREE (3) questions.
All questions carry the marks as indicated.
Write your answers in the answer booklet provided.

1. Explain how a leader tailors followers' rewards to different work situations as according to the Path-Goal Theory of leadership.

[20 marks]

2. a. Describe systems thinking. What is its importance in leadership?

(10 marks)

b. What is leadership coaching? Explain.

(10 marks)
[20 marks]

3. a. Describe the various stages in the model of personal diversity awareness.

(10 marks)

b. How can leaders increase the number of novel and useful solutions to solve a problem?

(10 marks)
[20 marks]

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